



DEFENSE INFORMATION SYSTEMS AGENCY

# CAMPAIGN PLAN

2011 – 2012

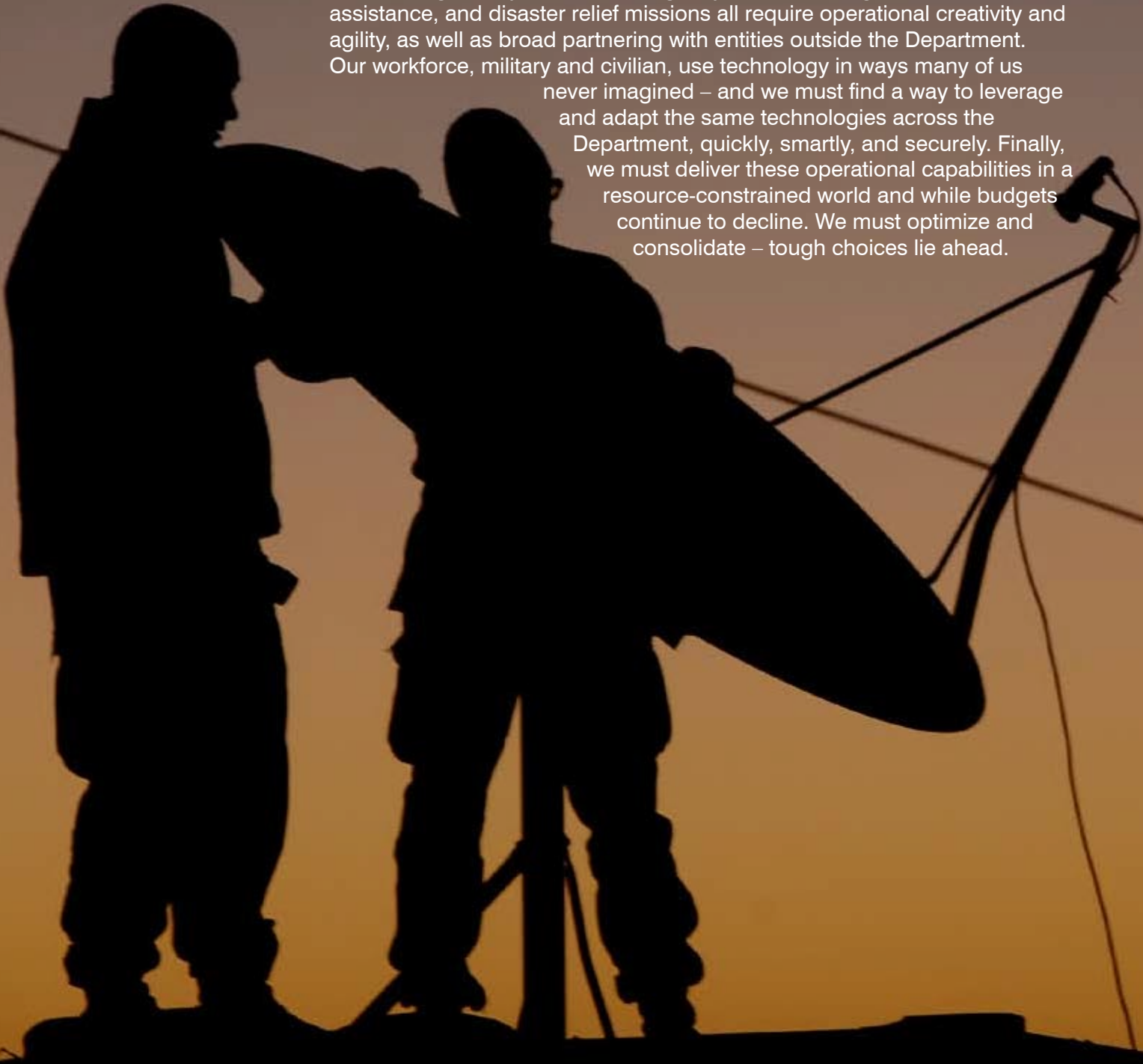


ENABLING INFORMATION DOMINANCE

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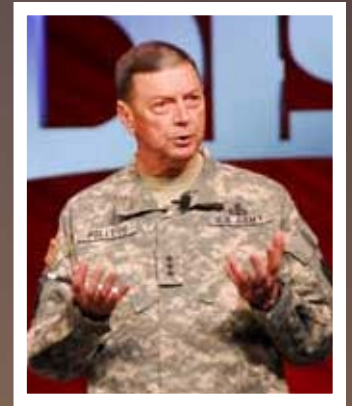
# DIRECTOR'S INTENT

This is a time of rapid and profound change for the Department of Defense. The full spectrum of military operations continues at an accelerating pace, while the methods of mission execution are evolving rapidly. Counter insurgency, peacekeeping, humanitarian assistance, and disaster relief missions all require operational creativity and agility, as well as broad partnering with entities outside the Department. Our workforce, military and civilian, use technology in ways many of us never imagined – and we must find a way to leverage and adapt the same technologies across the Department, quickly, smartly, and securely. Finally, we must deliver these operational capabilities in a resource-constrained world and while budgets continue to decline. We must optimize and consolidate – tough choices lie ahead.





DISA and its mission partners must take advantage of technological advances to engineer and evolve the Department's information infrastructure and the capabilities it provides. We have established a technical roadmap that is moving us from our traditional stovepipes of core networks, computing, enterprise services, and cyber security capabilities into a coherent, integrated, and seamless set of capabilities – an enterprise infrastructure “platform.” This “platform” will be designed to enable the rapid evolution of joint and coalition warfighting from the tactical edge to the Nation's senior leaders.



About a year ago, we published a campaign plan which framed our Lines of Operation and Joint Enablers, defined our strategic objectives, established initiatives, and allowed us to better align resources both in year of execution and across the Program Objective Memorandum. In our Campaign Plan 2011 – 2012, we have evolved our approach to leverage our experience, technology, partnerships, and DoD efficiencies and provide more focus and significant definition in our intent for now and the future.

Operationally, we must enable services for the edge: any user, any device, anywhere – to include mobile users. We must provide adaptable, joint, coalition command and control (C2) capabilities, and deliver them for the next coalition engagement as an enterprise service rather than something that must be constructed ad hoc as the engagement unfolds. We must operate and defend the environment working with United States Cyber Command (USCYBERCOM) and other stakeholders to provide end-to-end service in the face of cyber threats.

From a technology perspective, we are continuing to make progress on the converged enterprise “platform” of computing, networks, enterprise services and information assurance to provide an efficient, secure, and integrated enterprise infrastructure. We are leveraging Net-Centric Enterprise Services (NCES) for global, collaborative tools like we've been able to successfully do in the National Senior Leadership Decision Support System and other programs. We must enable the enterprise and enhance sharing via enterprise identity and access management, building on the success of DoD Public Key Infrastructure (PKI) and by developing and implementing an attribute-based access control (ABAC) strategy and technology. We are also employing agile acquisition and testing techniques to achieve rapid, continuous capability development and deployment.

We continue to improve our delivery of capability by institutionalizing IT acquisition reform and agile contracting, and by leveraging our mission partners and industry to tackle the tough problems. Further, we are working with the DoD CIO to achieve DoD unity of effort via governance and funding alignment to incentivize enterprise behavior and help the Department reap the benefits of IT consolidation. DISA remains committed to financial transparency for all stakeholders and ensuring we establish and maintain a clean audit.

We also recognize this work is all done by our people. We're working to reshape our workforce for these new challenges to better position DISA to innovate, deliver faster, and stay in front of warfighting needs.

Every part of DISA has an essential role in the execution of this plan. Our partners throughout the Department, elsewhere in government (foreign and domestic), and in industry have critical roles as well. As we collaborate with our partners to make the transformation and provide essential capabilities, this plan will continue to ensure alignment with the needs of the Department and the Nation.

# DISA

is an operationally focused Combat Support Agency providing joint and combined warfighting information technology capabilities. The Agency's priority is to

provide a core enterprise infrastructure of networks, computing centers, and enterprise services (Internet-like information services) that connect 4,300 locations reaching 90 nations supporting DoD and national interests. Engineering, acquisition, testing, and contracting functions support the incremental and modular improvements to this infrastructure, as well as day-to-day operations, maintenance, and sustainment. Responsive and effective delivery of information solutions and capabilities is dependent upon a cohesive life cycle management process – covering all aspects of design, engineering, acquisition, implementation, sustainment, and operation. This tightly coupled integration results in improved interoperability, reliability, availability, expandability, and recoverability of the enterprise infrastructure reducing costs at the same time as capability and capacity are increased. Synchronization of this continuous life cycle and feedback process is key in DISA's efforts to deliver mission critical capabilities to DoD. We continue to work with our mission partners toward providing these technological improvements, furthering the seamless exchange of information so that anyone who can connect to the network can provide and consume data and services anywhere on the enterprise infrastructure globally.

## THE DISA VISION

*Leaders enabling information dominance  
in defense of our Nation.*

# THE DISA MISSION

*DISA, a Combat Support Agency,  
engineers and provides command and control (C2) capabilities  
and enterprise infrastructure continuously operating and assuring  
a global net-centric enterprise in direct support to joint warfighters,  
national level leaders, and other mission and coalition partners  
across the full spectrum of operations.*



## THE USER

United States military forces must deploy globally, connect, pull information needed for their missions, and freely exchange information with partners appropriate to mission requirements. The capabilities and services we provide must support the full spectrum of military operations which the United States and its partners face. The user is anyone requiring access to information and information capabilities to accomplish these missions. Working with our mission partners, we will provide the enterprise-level capabilities and services to seamlessly connect users from the tactical edge to the strategic core. We are committed to deliver capabilities and services wherever on the globe the user operates.



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# OUR CHALLENGES

The many challenges faced by the Department impact DISA directly. These include the increasing complexity of multiple simultaneous military operations around the globe, keeping pace with rapid technological advancement, asymmetric threats, and declining resources.

Over a 4-month period in FY11, the Agency has supported an unprecedented six simultaneous operations: Operation Enduring Freedom in Afghanistan; Operation New Dawn in Iraq; Operation Odyssey Dawn and NATO Operation Unified Protector in Libya; Operation Tomodachi in support of Japan; and DISA's global cyber operations in support of United States Cyber Command (USCYBERCOM) Operation Gladiator Shield. Significant support was also provided beginning in January of 2010 to United States Southern Command (USSOUTHCOM) Operation Unified Response to support the earthquake disaster and relief operations in Haiti. Each of these missions is unique, but all required capabilities provided across our Lines of Operation and Joint Enablers – from Enterprise Infrastructure, to C2 and Information Sharing, to how we operate around the world. All of these operations reinforce the need for a global protected enterprise infrastructure as the foundation to support the Department's global missions. Although successful in responding to global operations and crises, lessons learned from recent operations have pointed to a major gap – the need for an integrated strategic approach for information sharing that can rapidly support the range of operational needs across the Department.

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We must find ways to better leverage and adapt the rapidly changing technologies that our military and civilians have grown accustomed to in their daily lives. We must continue to have the vision and speed to innovate and adopt new technology and integrate all types of user devices in this increasingly mobile environment. We must enable high-speed, high-volume information exchange and collaboration while maintaining interoperability and ensuring information assurance.

The Department of Defense is faced with an unprecedented asymmetric threat to national security – the cyber threat which can significantly disrupt or deny access to critical defense networks and information assets and capabilities. With our mission partners, we must enable a global infrastructure that is assured, reliable, diverse, high capacity, and protected against both physical and cyber threats.

Finally, these challenges come at a time of significant fiscal constraints, where the increasing need to deliver new capabilities is expected to outpace the availability of future resources. We must work with our mission partners to identify and eliminate redundant and overlapping investments. We must optimize existing resources through both creativity and efficiency.





**G**iven the many challenges we face in this evolving environment, we must work closely with partners both internal and external to the Department. We must develop shared approaches for implementing, maintaining, and securing the capabilities and services that support the full spectrum of operations.

Our work with our mission partners (the Combatant Commanders, the Military Services and Defense Agencies, the Office of the Secretary of Defense, the Joint Staff, the intelligence community, and national and coalition partners) is key to developing joint solutions for the Department that enable assured end-to-end service, maximize data sharing and interoperability, and achieve efficiencies and return on investment. DISA is actively partnering with other DoD Components on several high priority initiatives that present opportunities to enhance capabilities and achieve significant efficiencies for DoD. Some of these efforts include progress toward establishment of a Joint Enterprise Network/Joint Information Environment, deployment of Enterprise Email, advancement in support for mobile devices, unification of objectives for information sharing and collaboration for U.S. forces, as well as our coalition and nongovernmental partners, and the refinement of roles and responsibilities in cyber space for the construction, operation, and active defense of our networks. Our partnerships with the Military Services to more efficiently use the Department's IT resources will also further the Department's goal of a seamless information environment and accelerate the speed of information to the end-user.

It is also imperative to note that DISA cannot achieve mission success without the support of our industry partners which includes small business, as they are all key contributors in the development, operation, and sustainment of the services and capabilities we provide. DISA must also stay current on IT advancements and industry best practices

# PARTNERSHIPS





by reaching out to academia and experts in the commercial private sector to learn how we can better leverage available organizations, resources, and technology to engineer, acquire, deploy, and operate IT solutions. Finally, addressing threats and vulnerabilities of global infrastructures and information systems can only truly be accomplished by leveraging international relationships. We must formulate and execute broad-reaching engagement strategies to clarify mutual needs, break down barriers, and improve outcomes.

Active, substantive, and effective engagement with our stakeholders, users, suppliers, and experts outside the Department is crucial to our ability to evolve our capabilities and services and perform as the provider of choice across DoD. These engagements add value to the efforts in the form of increased situational awareness; insight into better engineering, technical approaches, and solutions; partnerships to increase efficiencies and improved operations; and multilateral collaboration on ways and means to build-out and operate a seamless enterprise infrastructure.





The DISA Campaign Plan defines our mission, vision, and objectives and illustrates our roadmap for success. This plan guides the allocation of our resources and the execution of critical investment decisions. The actions and tasks within this plan provide the basis upon which we set performance measurement goals and continuously assess our progress. It is a living document. As the goals of the Department evolve, we will adjust our direction and update the plan annually.

The Campaign Plan is also the foundation of our planning, Program Objective Memorandum (POM), and budget, which are inextricably linked. Each responsible organization will make the successful execution of the Campaign Plan tasks their top priority within the performance of their basic missions. The planned actions and tasks will be executed to the degree resources are available. In those areas where resources are not presently available, the DISA

Strategic Planning and Information Directorate and the DISA Comptroller will work with the responsible organizations to develop funding strategies, as appropriate, to ensure alignment with the Agency's ongoing and emerging priorities.

As in the 2010 Campaign Plan, we are organized into three Lines of Operation (Enterprise Infrastructure; Command and Control and Information Sharing; and Operate and Assure) and nine Joint Enablers (Acquisition; Contracting; Engineering; Information, Knowledge Management, and Process Improvement; People; Planning; Resources; Spectrum; and Testing). The Lines of Operation and Joint Enablers provide the framework for planning and budgeting, set our priorities, and describe the ways and means by which we will attain our strategic objectives. Underpinning our way ahead and fundamental to all that we do are the following seven guiding principles.



# CAMPAIGN PLAN

## 2011 – 2012

**1 OUR MISSION AND RESPONSIBILITIES ARE GLOBAL.**  
DISA is required to provide information at Internet speed with available and emerging technologies, such that anyone who can connect to the network can provide and consume data and services anywhere on the network globally.

**2 OUR ENTERPRISE SUPPORTS THE DEFENSE DEPARTMENT AND ITS MISSION PARTNERS.**  
Over the decades, DISA has been engaged in every mission the Department has undertaken. These engagements have become increasingly interagency and international, and our partnerships have increased to reflect this.

**3 WE MUST SUPPORT THE FULL SPECTRUM OF OPERATIONS.**  
The capabilities and services we provide support information sharing and facilitate decisionmaking no matter the challenges faced and no matter where the information is located or sourced.

**4 WE OPERATE IN A CONTESTED BATTLE SPACE.**  
Mission success is dependent upon our ability to fight through a concentrated attack while reducing the attack surface, continually improving our command and control of the network, and assuring safe sharing of information.

**5 WE PROVIDE INTEGRATED, INTEROPERABLE, ASSURED INFRASTRUCTURE, CAPABILITIES, AND SERVICES THAT RECOGNIZE THE ENTERPRISE BEGINS AT THE EDGE.**  
The edge is where any individual or system associated with defense of our Nation is located, and we are committed to the user wherever on the globe the user operates.

**6 OUR GOAL IS TO ENABLE AND ENSURE END-TO-END SERVICE.**  
We and our mission partners are engaged from user to user – from wherever information is produced to where it is consumed.

**7 THE DISA ENTERPRISE MUST BE ALWAYS-ON.**  
The capabilities and services DISA provides are expected to be on and available to users 24x7x365.

THESE  
SEVEN PRINCIPLES  
GUIDE OUR  
LINES OF OPERATION

# GUIDING PRINCIPLES



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# LINES OF OPERATION

OUR THREE LINES OF OPERATION  
FOCUS OUR ENERGY AND RESOURCES.  
EACH HAS A STRATEGIC OBJECTIVE  
AND PRIORITIES SUPPORTING OUR  
VISION AND MISSION.



ENTERPRISE INFRASTRUCTURE |  
COMMAND & CONTROL AND INFORMATION SHARING |  
OPERATE & ASSURE

# ENTERPRISE INFRASTRUCTURE

We will provide an Enterprise Infrastructure that allows the warfighter the power to connect to the information resources they need from any device, anywhere in the world. We will enable users to connect, identify themselves, access services, find and share information, and collaborate as needed for the mission at hand. Efficient provisioning of these enterprise services and applications will be achieved via both unification of development and testing platforms and repositories, and consolidation of the communications infrastructure, into standards-based transparent platforms.

## DEFINITION

Communications, computing, enterprise services, information assurance and network operations (NetOps) capabilities evolved and converged into DoD's new warfighting "platform." The platform presents a versatile and protected environment where applications are developed and made available to our warfighters. The enterprise infrastructure allows the warfighter with appropriate credentials to access the network regardless of location or unit affiliation, thereby increasing productivity and flexibility.

## STRATEGIC OBJECTIVE

An agile converged enterprise infrastructure provides a collaborative and trusted environment to enable end-to-end information sharing that is capable of adapting to rapidly changing conditions.

## PRIORITIES

- ▲ Deliver an integrated platform consisting of DoD's core communications, computing, and enterprise information services.
- ▲ Integrate terrestrial, wireless, and satellite communications.
- ▲ Provide an enterprise computing platform and services to the Department.
- ▲ Make missions more reliable in the face of cyber warfare by integrating information assurance (IA) services across the enterprise infrastructure and providing IA capabilities to DoD.
- ▲ Leverage technology and integrate capabilities to optimally operate and assure the enterprise infrastructure.

# COMMAND & CONTROL AND INFORMATION SHARING

We will leverage enterprise solutions to enhance C2 and combat support capabilities thereby increasing operational effectiveness. We will continue to evolve the commanders' ability to manage the battlefield by expanding access to real time information, establishing a shared architecture, providing net-enabling tools, eliminating artificial system development boundaries, and making data an enterprise resource to effect agile, responsive, on-demand C2. To facilitate broader information sharing and strengthening of coalitions, we will further develop our cross-domain sharing capability and continue the evolution and expansion of the nonclassified information sharing environment capable of supporting DoD, Federal Agency, and nongovernmental organizations.

## DEFINITION

Command and control (C2) encompasses the ability of a commander or decision maker to exercise authority and direction over assigned and attached forces and resources in the accomplishment of the mission. C2 is a critical capability as it is the fundamental enabler of jointness, which is the ability of multiple different military services to interoperate and provide combined arms capability that results in a force-multiplying effect during military operations. Information sharing refers to the ability of commanders to rapidly and effectively provide information to and consume information from mission partners, including coalition, operating across the strategic, operational, and tactical continuum.

## STRATEGIC OBJECTIVE

Effective, reliable, secure, agile, national, and operational command and control and information sharing capabilities and services that adapt to rapidly changing circumstances.

## PRIORITIES

- ▲ Evolve C2 capabilities to be consistent with the Joint C2 Architecture using agile development concepts and appropriate Joint Concept Technology Demonstrations (JCTD) implemented within the DoD enterprise.
- ▲ Establish common enterprise information sharing services and transition these into virtual communities of interest (COIs) to support all mission partners.
- ▲ Support national leadership and nuclear command and control.

# OPERATE AND ASSURE

We will enable the dynamic control and operation of the global, net-centric enterprise infrastructure. We will coordinate and synchronize the operation and assure support for the full spectrum of military requirements and operations, supporting USCYBERCOM in its mission to provide secure, interoperable, and reliable operation of the DoD net-centric enterprise infrastructure. We will ensure the DoD community risk management processes support decisions that consider all relevant mission needs and risks in meeting cyber security standards and policies for DoD.

## DEFINITION

DISA operates and assures a reliable, available, secure, and protected global net-centric enterprise in direct support to joint warfighters, national-level leaders, and other mission and coalition partners across the full spectrum of operations.

## STRATEGIC OBJECTIVE

Dynamic control and operation of our enterprise infrastructure and the command and control and information sharing capabilities and services.

## PRIORITIES

- ▲ Operate and assure the enterprise infrastructure and execute C2 and information sharing capabilities to enable critical missions to succeed across the full spectrum of operations under all conditions of peace and war.
- ▲ Implement and institutionalize operational governance for NetOps readiness to ensure life cycle sustainment, standardization of functionality, and interoperability.
- ▲ Optimize mission partner engagement and synchronize DISA services and capabilities to meet senior national leader; Combatant Commands/Services/Agencies (CC/S/A); coalition; and other governmental partner mission requirements.
- ▲ Conduct and influence cyber risk management and compliance processes to secure the DoD enterprise infrastructure.
- ▲ Evolve DISA global NetOps structure through Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) analysis to maximize service operations, management, and mission assurance of the DISA enterprise infrastructure.
- ▲ Enhance DISA's ability to execute continuity of operations (COOP) plans in order to sustain the DISA enterprise infrastructure and preserve continuity of government (CoG) communications capabilities.





# JOINT ENABLERS

OUR JOINT ENABLERS ARE THE  
PROCESSES, DISCIPLINES,  
AND GOVERNANCE  
THAT SUPPORT OUR  
LINES OF OPERATION.

ACQUISITION | CONTRACTING | ENGINEERING |  
INFORMATION, KNOWLEDGE MANAGEMENT, AND  
PROCESS IMPROVEMENT |  
PEOPLE | PLANNING | RESOURCES |  
SPECTRUM | TESTING



# JOINT ENABLERS

## DEFINITION

The processes, disciplines, and governance that enable the development and fielding of new joint capabilities and services supporting the Lines of Operation, other Joint Enablers, and DoD as a whole.

### ACQUISITION

We will lead the acquisition of capabilities and services to enable our Lines of Operation and the net-centric vision with a highly qualified workforce and appropriately tailored acquisition policies, processes, procedures, and tools. We will use prudent business judgment. We will operate within a framework that provides real-time awareness and status of each of our programs and projects. We will use small incremental releases which build on previous functionality for deployment of software capabilities and services.



### CONTRACTING

The processes, disciplines, and governance that enable the procurement of capabilities and services supporting the Lines of Operation and Joint Enablers.

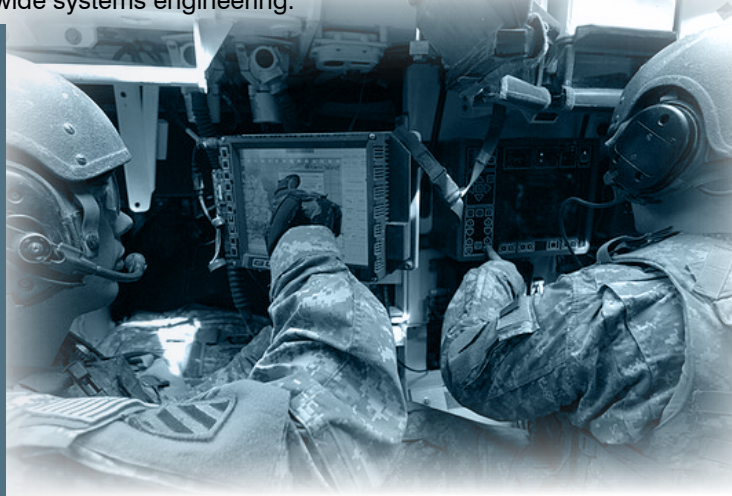
We will improve the timeliness and quality of contracting by optimizing processes and systems for efficiency guided by metrics and effective contract oversight. We will shape the future of DoD contracting by working with the Military Services and Defense Agencies to implement standard processes, systems, and training programs to develop our contracting workforce. We will continually assess our organizational structure and workload assignments to ensure they are adjusted to adapt to an ever-changing environment.



### ENGINEERING

The processes, disciplines, and governance that enable innovation, design, development, and integration of capabilities, services, and standards to include enterprise-wide systems engineering.

We will establish the building blocks and tenets necessary to innovatively develop and deliver the systems, capabilities, and services required for warfighters to operate in the dynamic environment supported by our Lines of Operation. The GIG Convergence Master Plan (GCMP) is the mechanism that governs all DISA-provided capabilities, services, and technical solutions and provides a roadmap for future capabilities and innovation.



# OUR JOINT ENABLERS ARE THE FOUNDATIONAL PRINCIPLES AND PROCESSES THAT SUPPORT OUR LINES OF OPERATION.

## STRATEGIC OBJECTIVES

- ▲ Evolve the acquisition process to support a predominately agile development process.
  - ▲ Provide a flexible, extensible Agency framework, supported by the appropriate tools and processes, to facilitate the rapid development and deployment of capabilities.
  - ▲ Maximize reuse of DISA capabilities and facilities.
  - ▲ Ensure the acquisition workforce utilizes career-long learning opportunities and achieves requisite certification and training.
- 
- ▲ Implement enterprise-focused contracting activities capable of proactively meeting customer requirements and expectations.
  - ▲ Ensure an appropriate cadre of experienced, qualified, and well trained contracting professionals.
  - ▲ Provide standardized contracting processes globally while continuously optimizing these processes for effectiveness, efficiency, and best value.
  - ▲ Ensure customers are aware of what constitutes an actionable requirements package and support customers to the maximum extent possible to complete those packages.
  - ▲ Provide professional educational opportunities to provide a continuous progression of qualified contracting professionals.
- 
- ▲ Provide the framework for the Agency to implement its technology management process, including technology evaluation and gap analysis, technology investments, technology crosswalk matrices, and outreach strategy.
  - ▲ Promote and accelerate innovation in support of our DISA enterprise in areas of critical technical need.
  - ▲ Optimize and accelerate the delivery of DoD IT and IT innovation.

## PRIORITIES

- ▲ Provide tailored processes and governance that facilitate agile acquisition of enterprise products and services.
  - ▲ Provide situational awareness of acquisition and programmatic information.
  - ▲ Orchestrate the optimal use of DISA capabilities and facilities to provide the most effective development environment for DoD.
  - ▲ Employ a highly qualified workforce that can acquire quality products and services that satisfy warfighter needs.
- 
- ▲ Continuously optimize contracting processes for efficiency and best value.
  - ▲ Enhance and develop a professional, dedicated, and qualified workforce by promoting specialized training opportunities focused on specific acquisition fields.
  - ▲ Provide timely and quality contracting processes and systems, whereby metrics and an established contract oversight program serve as the basis for change improvement.
  - ▲ Ensure customer satisfaction by forging close, early, and lasting relationships through open two-way communications, customer, and expectation management.
  - ▲ Provide a continuous flow of qualified contracting personnel with the required skills to remain relevant within the contracting discipline.
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- ▲ Develop and institutionalize the methodology, tools, and mechanisms, techniques, and processes for identifying and integrating engineering best practices and innovative, leading edge technologies into DISA Lines of Operation including Programs of Record systems, services, and capabilities.
  - ▲ Promote and support the DISA technology environment to achieve our enterprise vision.
  - ▲ Promote and expand Forge.mil capabilities.



# JOINT ENABLERS

## DEFINITION

### INFORMATION, KNOWLEDGE MANAGEMENT & PROCESS IMPROVEMENT

The processes, disciplines, and governance that enable effective service delivery, business systems, and knowledge frameworks.

A collaborative, efficient environment addressing the people, technology, and processes that enables the rapid leveraging of information across the Agency creates a foundation enabling innovation. This organizational agility and innovation is key to the future for both the Agency and the Department. As such, DISA must continue to lead by example in many areas including exposing information, leveraging emerging concepts and capabilities, and securing this highly adaptive environment across the Agency.



### PEOPLE

The processes, disciplines, and governance that enable recruitment, training, education, development, and sustainment of the DISA workforce.

We will have a civilian and military workforce of world-class leaders who are decisive, agile, ready, integrated, and fully capable of supporting the warfighter. We will use innovative strategies to meet the requirements of changing warfighting and business realities while balancing the needs of our people.



### PLANNING

The processes, disciplines, and governance that set the course for the Agency over the short- and long-term and that ensure resources are available to execute the Agency's vision and mission.

We will plan for future engagements, develop clarity of purpose across the organization, and align resources for maximum effect in achieving our strategic end states. We will understand mission partner and user needs and conduct planning with them and our industry partners. We will align and focus processes to achieve needed commonality and transparency and to get the resources we need to acquire and field capabilities and services within our three Lines of Operation and our Joint Enablers.



# OUR JOINT ENABLERS ARE THE FOUNDATIONAL PRINCIPLES AND PROCESSES THAT SUPPORT OUR LINES OF OPERATION.

## STRATEGIC OBJECTIVES

- ▲ Ensure the Agency's consolidated infrastructure is able to support changing demands without compromising information security.
- ▲ Leverage state-of-the-art technology and systems to improve efficiency and effectiveness, while providing common situational awareness of the Agency's efforts to both internal and external audiences.
- ▲ Continue to expand enterprise knowledge management to external elements to facilitate decision-making and to promote the collective use of strategic information assets.
- ▲ Integrate industry best practices into the existing DISA operational framework to make internal Agency interactions more efficient and improve service and responsiveness to our Agency partners.

- ▲ Ensure the Agency has the best people, with the right skills and training, to succeed in a dynamic and challenging environment.
- ▲ Increase the leadership cadre and succession pipeline with individuals who have joint experience and national security perspective competencies.
- ▲ Provide and facilitate a safe, healthy, and secure work environment.
- ▲ Provide human resources specialists who know how to work as part of a team.

- ▲ Ensure full participation and DISA representation in the OSD and Joint Staff processes and activities involved in developing strategic plans and policies related to DISA's mission areas.
- ▲ Establish a set of corporate planning decision-making capabilities to adapt to changing priorities within the planning, programming, budgeting, and execution system decision loop.
- ▲ Shape perspectives and attitudes about DISA and create champions to secure resources to meet the needs and requirements of the Agency's mission partners.
- ▲ Leverage the dialogue and actions occurring external to DISA to influence and advance our success as the preferred provider of enterprise information technology.
- ▲ Establish and provide ongoing guidance for those processes, policies, and directives that effectively direct and administer the Agency.

## PRIORITIES

- ▲ Consolidate the information technology infrastructure within the Agency.
- ▲ Improve information technology and knowledge management systems for use across the Agency with a seamless portal out to the GIG to communicate more effectively with our strategic partners.
- ▲ Develop and implement an integrated process life cycle for Information Technology Service Management (ITSM), IT development, and IT operations for the alignment of Agency-partner needs and IT provisioning requirements. Integration is to include IT governance, strategy, design, and transition into production, and will track metrics for performance, compliance, and continuous service improvement.

- ▲ Recruit, develop, and retain the right mix of people.
- ▲ Develop effective enterprise leaders.
- ▲ Sustain a results-oriented performance culture.
- ▲ Provide effective Human Resources (HR) support.

- ▲ Enhance DISA's strategic planning process that will help shape, define, and influence the policies and governance related to DISA's mission areas.
- ▲ Create Agency capabilities for resource planning that enable DISA to rapidly adapt to changing requirements and priorities.
- ▲ Communicate effectively with targeted audiences to develop and shape a positive image of the Agency.
- ▲ Conduct active strategic engagement and outreach with mission partners, industry, and academia.
- ▲ Align Agency governance authorities, structures, and processes that enable the Agency to make decisions to achieve the mission, vision, and specified outcomes.



# JOINT ENABLERS

## DEFINITION

The processes, disciplines, and governance that enable the planning and execution of the Agency's financial resources.

### RESOURCES

We will excel in stewardship of taxpayer dollars through integrity, full financial disclosure, fiscal discipline, rigorous internal controls, and professional competency. We will make well-informed investment decisions using a financial strategy that enables successful delivery of capabilities and services in our three Lines of Operation. We will conduct resource assessments and identify tradeoffs to meet the demands of changing warfighting and business realities.



The processes, disciplines, and governance that enable the planning, engineering, and management of electromagnetic spectrum used by DoD.

### SPECTRUM

We will enable information dominance through effective spectrum operations. We will provide commanders direct operational support, including electromagnetic battlespace planning, deconfliction, and joint spectrum interference resolution. We will develop and implement net-centric enterprise spectrum management capabilities to enhance efficiency and effectiveness, and we will pursue emerging spectrum technologies that may either benefit or impact DoD's ability to access the electromagnetic spectrum. We will advocate for current and future military spectrum requirements in national and international forums to protect DoD global operations.



The processes, disciplines, and governance that enable planning, conducting, and managing interoperability testing and certification for DoD and the developmental, operational, and information assurance testing and certification in support of DISA and DoD.

### TESTING

We will strive for speed and agility to support efficient and effective interoperability testing and certification to facilitate deployment of warfighting capability. We will improve our ability to conduct operational test and assessment. We will expand federation, partnerships, and virtualization and choose methodologies that contribute to the most efficient use of the Department's test, evaluation, and certification resources. We will work within the regulatory requirements imposed by Title 10, and we will properly coordinate and execute testing, evaluation, and certification throughout the acquisition life cycle with the Military Services and Defense Agencies.



# OUR JOINT ENABLERS ARE THE FOUNDATIONAL PRINCIPLES AND PROCESSES THAT SUPPORT OUR LINES OF OPERATION.

## STRATEGIC OBJECTIVES

- ▲ Transition the Agency to a single Defense Working Capital Fund (DWCF) financial statement.
- ▲ Program resources to strategically posture the Agency to support changes due to new DoD priorities and capability requirements.
- ▲ Identify specific DWCF initiatives that will satisfy the Secretary of Defense goals for gaining greater efficiencies across the Department while reducing operating costs.
- ▲ Operationalize the computing services environment for enterprise services by transitioning appropriated products and services to DWCF.

## PRIORITIES

- ▲ Design the Agency financial structure that will support the enterprise infrastructure model to include enterprise services and be ready to implement it in FY13.
- ▲ Shape the Agency resource environment to align with new Department of Defense guidance and changes due to Enterprise activities.
- ▲ Identify DISA cost-savings initiatives that will yield overall reduction in overhead costs and result in greater efficiencies in the services we provide to accomplish the mission.
- ▲ Transition qualifying products and services from appropriated funds to DWCF.

- ▲ Provide operational support, including communications, electronic and Electromagnetic (EM) battle space planning and deconfliction, and Joint Spectrum Interference Resolution (JSIR) support.
- ▲ Serve as the DoD focal point for developing the Department-wide strategic EM spectrum planning.
- ▲ Enable DoD to collaborate with the national regulator (National Telecommunications and Information Agency (NTIA)) in addressing the Presidential Initiative to reallocate spectrum from federal use to commercial use in order to accommodate wireless services.
- ▲ Increase Spectrum Management (SM) efficiency and mission effectiveness of spectrum-dependent systems through the development and implementation of automated enterprise SM and information services.
- ▲ Enable DoD to implement and manage dynamic spectrum access (DSA) technologies in spectrum-dependent systems.

- ▲ Enhance operational support.
- ▲ Lead development of DoD strategic spectrum planning.
- ▲ Perform spectrum management and engineering analyses to support national spectrum reallocation initiatives.
- ▲ Implement, integrate, and improve net-centric spectrum management services and capabilities.
- ▲ Influence and implement emerging spectrum technologies, specifically DSA.

- ▲ Provide responsive, agile, and cost-effective interoperability and other test, evaluation, and certification (TE&C) to support rapid acquisition and fielding of global net-centric warfighting capabilities.
- ▲ Meet the needs of an expanding enterprise infrastructure by developing concepts that will move the test and evaluation community towards "Testing as a Service." Virtualization and cloud concepts available on-demand will ensure continued improvements and streamline resources across a dynamic DoD test environment.
- ▲ Adopt agile or newer testing methodologies that support rapid deployment cycles to complement DISA's agile development environment. Improve testing efficiencies to reduce the aggregate cost of owning and maintaining an enterprise infrastructure.
- ▲ Support the concept of an enterprise infrastructure by creating a migration of the varied T&E networks in use today, to a single T&E network across the Department.

- ▲ Provide efficient, responsive interoperability testing and TE&C capabilities as a service.
- ▲ Increase effectiveness and efficiencies across T&E with robust proactive virtual methodologies.
- ▲ Transform testing within DISA to the paradigm of "Leaders" in Test Driven Development.
- ▲ Streamline DISA's isolated T&E networks into a single network with the enterprise infrastructure providing core services.




# TECHNOLOGY FORECAST

A soldier in a digital camouflage uniform is shown from the chest up, looking down at a tablet computer held in both hands. The soldier's name tag reads 'LEBEOUF' and their rank tag reads 'U.S. ARMY'. The soldier is wearing a black beret. The background is a plain, light color.

In the face of continuously evolving threats, we must not only satisfy the requirements of the warfighter today, but predict and meet the needs of tomorrow. Some of the key future challenges DISA must conquer are associated with the Department's use of mobile communications and the development of the enterprise infrastructure platform. We must engage in a continual dialogue with key partners and technology-development leaders to be in the forefront of emerging technology and to be in position to influence its environment. DISA must lead the technological migration to the information enterprise so that we enable a military force to connect and pull the information it needs for its mission anytime, anywhere, all in a contested battle space.

The enterprise infrastructure is founded on tenets of true joint net-enabled capabilities. The requisite infrastructure for an integrated information enterprise must support new service-oriented implementations, including cloud computing and server virtualization. Cloud computing is widely recognized as a fundamental shift in the way IT is managed. The Agency will focus on the maturation and migration to cloud service models. Technological enhancements are necessary to implement a full cloud computing strategy, including enhanced information assurance capabilities, improved application monitoring, automated provisioning, and automated infrastructure orchestration. DISA must deploy innovative capabilities and influence research community investments in DoD's technology priorities, including cross domain solutions, data replication and synchronization, and authentication and authorization.





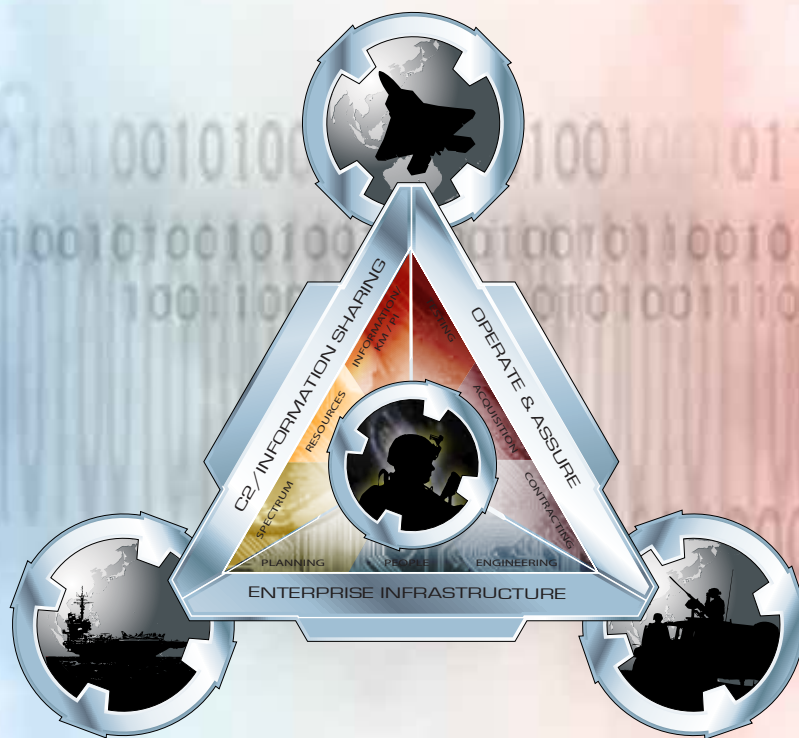
Advances in mobile computing technologies offer significant and unprecedented opportunities for seamless information sharing to end users. DISA is working to drive the Department's implementation of mobile computing devices by delivering composable mobile applications that include capabilities for visualizing mission information on mobile devices; by providing application storefronts for delivery of applications, updates, and device configurations; by providing the server infrastructure required to support rich mobile applications; by providing mobile device services as a virtual network provider, and by providing enterprise security configuration standards.

The Agency is expanding on the existing interactive and collaborative capabilities of Web 2.0 technologies, which facilitate a rich user experience in a participatory environment and focus on information sharing, collaboration, and interoperability. These tools come in a variety of packages including social media and networking sites, blogs, wikis, mashups, and other web-based hosted services. Current DISA initiatives will support the evolution of Web 3.0 capabilities and technologies that provide the foundation for the "the intelligent web," including semantic web, micro formats, natural language search, data-mining, machine learning, recommendation agents, and artificial intelligence technologies – all supporting the machine-facilitated understanding of information.

Technological advances and calculated investments will ensure our joint forces have reliable access to the right information at the right time, from any device anywhere in the world –

# THE POWER TO CONNECT





[WWW.DISA.MIL](http://WWW.DISA.MIL)